



October 13, 2010

The Honorable Rick Perry
Governor, State of Texas
State Capitol, Room 2S.1
P. O. Box 12428
Austin, Texas 78711

Dear Governor Perry:

On behalf of our Board members and staff, I am pleased to enclose the Texas Board of Architectural Examiners' Strategic Plan for fiscal years 2011-2015.

We appreciate the opportunity to share with you our vision and plans for the next several years and look forward to better serving the interests of all Texans through strategic thinking, innovation, and increased efficiency.

Should you or your staff have any questions, I am always available at (512) 305-9000 to assist.

Sincerely,

Cathy L. Hendricks, RID/ASID/IIDA
Executive Director

Enclosure

cc: The Honorable David Dewhurst, Lieutenant Governor, State of Texas
The Honorable Joe Straus, Speaker of the House of Representatives
Comptroller of Public Accounts
Legislative Reference Library
State Auditor
Sunset Advisory Commission
Governor's Office of Budget, Planning and Policy
Legislative Budget Board
Texas State Library, Texas State Publications Clearinghouse
House Appropriations Committee
Senate Finance Committee
Department of Information Resources
Board Members, Texas Board of Architectural Examiners

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2011-2015 PERIOD

BY

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



**TEXAS Board of
Architectural Examiners**

Architects • Interior Designers • Landscape Architects

Board Member	Term ends	Hometown
Alfred Vidauri Jr., AIA, AICP—Chair	1/31/15	Aledo
Lew Vassberg, RID/AAHID—Vice-Chair	1/31/11	Lyford
James S. Walker II, AIA—Sec./Treas.	1/31/11	Houston
Charles H. (Chuck) Anastos	1/31/13	Corpus Christi
Chase Bearden	1/31/15	Austin
Rosemary A. Gammon, PAHM	1/31/11	Plano
Bert Mijares, AIA	1/31/15	El Paso
Brandon Pinson	1/31/13	Midland
Diane Steinbrueck, RLA	1/31/15	Driftwood

OCTOBER 1, 2010

SIGNED: _____

Handwritten signature of Charles H. Anastos in black ink.

APPROVED: _____

Handwritten signature of Alfred Vidauri Jr. in black ink.

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Statewide Vision, Mission, and Philosophy

The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high... we are not here to achieve inconsequential things!

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Relevant Statewide Goals and Benchmarks

Priority Goal: Regulatory

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

Benchmarks:

- Percent of state professional licensee population with no documented violations
- Percent of new professional licenses as compared to the existing population
- Percent of documented complaints to professional licensing agencies resolved within six months
- Percent of individuals given a test for professional licensure who received a passing score
- Percent of new and renewed professional licenses issued via the Internet

TBAE Mission

The mission of the Texas Board of Architectural Examiners is to protect the public health, safety, and welfare through the regulation of the practice of the professions of architecture, landscape architecture, and interior design.

TBAE Philosophy

We approach our work with a deep sense of purpose to serve and protect the public.

External/Internal Assessment

→ Agency overview.

The Texas Board of Architectural Examiners (TBAE) operates under the aegis of the Self-Directed, Semi-Independent (SDSI) pilot program established by the 77th Texas Legislature. Along with two other regulatory agencies, TBAE's participation in SDSI removes the agency from the appropriations process, ensures stakeholder accountability, and requires that the agency operates as a business. SDSI agencies must adopt their own budgets and establish registration fees to cover all operational costs. Additionally, each agency must submit an annual payment (\$510,000 in TBAE's case) to the general revenue fund. Finally, \$200 of every registration renewal is passed through to the same fund. In a typical fiscal year, the agency contributes around \$3.5 million to general revenue for the state of Texas.

TBAE has a staff of 24 full-time equivalents (FTEs), divided into three broadly defined functional units: Registration, Central Administration and Enforcement. Each of the divisions is responsible for executing particular operational aspects of the Board's statutory charge and mission. While separation of the units allows staff to fully engage in their respective areas of expertise, close collaboration and frequent cross-training allows the agency as a whole to remain flexible for most any eventuality.

As a Self-Directed, Semi-Independent agency, TBAE continues to improve and streamline operations and automate functionality. As a result, measuring that performance is an evolutionary process. Achievements that were once calculated by hand, capturing old methods and processes will necessarily be updated to reflect current business. In 2011 the agency will continue evaluating performance and workload measures to identify emerging measures of performance to better guide agency executive management in leading the agency.

→ Communications and outreach.

During the past year, the agency's pace of communications and outreach was greatly increased. In the most recent fiscal year, staff was able to reach roughly twice as many attendees as the year prior, with a particular eye toward reaching registrants-to-be (that is, students at accredited university programs in Texas).

Looking to the future and in light of the current economic situation, TBAE communications staff also identified and tested a method of reaching a large number of identified audience members inexpensively: electronically over the Internet. Staff plans to produce content and organize processes to allow increased use of electronic means to reach more attendees less expensively, while maintaining our core duties and "evergreen" engagements.

→ Joint Advisory Committee and the architecture/engineering "overlap."

The 78th Texas Legislature created the Joint Advisory Committee (JAC) on the Practice of Architecture, Engineering and Landscape Architecture. The JAC is composed of Board members from both TBAE the Texas Board of Professional Engineers (TBPE), and is required to meet at least twice each year to discuss issues pertaining to both Boards and any overlapping practice areas. In recent months, the Board feels that great progress has been made regarding the disputed areas, and remains very hopeful of finding a lasting solution soon.

Agency Goals, Objectives, and Strategies

Note: TBAE plans to issue updated Goals, Objectives, and Strategies in August, 2011.

GOAL: Effective and efficient execution of core agency functions.

TBAE will focus its efforts on core agency functions: efficient Board operations, registration, and enforcement to secure the public health, safety, and welfare in the most efficient and cost-effective manner.

Objective

Equip Board members for making policy decisions through Board meetings, board training, staff recommendations and accurate, timely communication.

Strategies

- Conduct Board meetings using Robert's Rules of Order, as applicable
- Expand Board Member communication
- Ensure staff availability to Board members for briefings on core agency issues

Objective

Communicate effectively to increase awareness of state regulations for design professionals.

Strategies

- Communicate face-to-face and speak at strategic venues
- Continue school outreach program for colleges
- Utilize electronic mass emails for general and grouped communication
- Publish newsletter twice a year
- Review and revise Web content and navigation periodically

Objective

Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.

Strategies

- Increase online efficiencies for conducting business with registrants
- Provide tools for accounting reconciliations and reporting to improve efficiencies and increase integrity in financial reporting
- Utilize or enhance existing document imaging technologies to improve efficiencies

Objective

Ensure equitable review and enforcement of the laws entrusted to the agency through comprehensive investigations and educational efforts.

Strategies

- Investigate cases, complaints and inquiries
- Pursue violators and prosecute in accordance with state laws
- Educate the public and agency's licensees as a part of communications plan
- Monitor and ensure compliance with disciplinary decisions
- Enhance and automate agency business registration program

GOAL: Commitment to customer service.

TBAE will render customer service by listening to the constituents we serve and responding with efficiency and effectiveness.

Objective

Conduct day-to-day interactions on a professional level, treating others as we would like to be treated and responding promptly and completely.

Strategies

- Answer phones/return calls and emails within 24 hours
- Conduct biennial customer service survey
- Ensure adequate staff to answer phones during peak periods
- Cross-train staff to respond to inquiries and answer specific questions

Objective

Provide face-to-face interactions in which stakeholders provide input into the oversight process and TBAE staff provides informational updates

Strategies

- Attend professional meetings and seminars
- Attend annual conventions and conferences
- Develop mutually beneficial relationships with professional societies

GOAL: Investment in people.

In order to accomplish the goals of the agency, TBAE will continue to invest in people and retain a staff that is equipped to effectively and efficiently serve the best interests of the public.

Objective

Ensure that staff is equipped with the necessary and appropriate skills and knowledge to efficiently accomplish TBAE's mission.

Strategies

- Conduct periodic performance and goal review for individuals and teams
- Network with other agencies for best practices
- Encourage employees to seek out special projects and participate in cross-divisional training.

Objective

Create an environment that promotes a healthy lifestyle and achieves a work/family life balance

Strategies

- Allow compressed and flexible work schedules
- Implement wellness committee and continue support for and encouragement of wellness program

Objective

Improve internal communication among divisions, among co-workers and between staff and supervisors.

Strategies

- Conduct Survey of Employee Engagement
- Create task forces that include cross-divisional participation
- Follow-up on individual and agency goals and projections
- Create a cultural environment that builds teamwork.

GOAL: Sustainability and stewardship.

TBAE appreciates the value of HUB purchasing, sustainability and energy efficiency to Texas and beyond, and will promote these ends through leading by example and remaining a good steward of natural resources.

Objective

Create a culture that encourages conservation of resources.

Strategies

- Encourage recycling of paper, aluminum
- Increase electronic communication
- Reuse office supplies
- Implement recycled products purchasing policy

Objective

To include historically underutilized businesses in at least 20% of the professional services contracts, 33% of other services contracts, and 12.6% of commodities contracts awarded annually by the agency.

Strategies

- Send requests for bids to at least two HUB vendors when purchasing
- All routine office supply purchases made from HUB vendors

Technology Resource Planning, Part 1: Technology Assessment Survey

TBAE uses the State's TEX-AN communication service and the Texas Online Payment Portal, Texas.gov., for processing online transactions. All other services are handled in-house by TBAE's IT Department, including programming, database administration, email services, network administration, and desktop services.

Statewide Technology Goal 1: Strengthen and Expand the Use of Enterprise Services and Infrastructure

TBAE is very small; therefore, no enterprise applications, etc. are envisioned. The agency plans to continue to utilize the Department of Information Resources' (DIR) Information and Communications Technology (ICT) Cooperative Contracts program when possible. TBAE also has established relationships with other smaller agencies, and resource sharing will continue as needed.

The agency utilizes industry standard database systems with custom applications. These applications are written in standard programming languages such as Microsoft Access and Visual Basic for internal applications and Microsoft ASP for Internet applications. By utilizing standard programming languages, the applications do not require expensive software license agreements or vendor maintenance contracts. As an added benefit, data easily interfaces with other agency systems.

TBAE utilizes the State of Texas Payment Processing Portal, Texas.gov, for processing all online payments. Recently, in order to meet more stringent PCI compliance requirements, TBAE changed the payment processing methodology to be a redirect rather than an information pass-through.

Statewide Technology Goal 2: Secure and Safeguard Technology Assets and Information

TBAE conducts annual risk assessments, as well as annual controlled penetration tests and application scans. The agency plans to double the number of penetration tests that are conducted per year over the next five years.

TBAE is compliant with current requirements for submitting monthly incident reports. TBAE has also added security-specific training requirements to employee performance evaluations. The agency has a strict policy in place prohibiting the acceptance of credit card numbers via the phone. TBAE requires that all new employees complete Information Security and Nondisclosure agreements before gaining access to agency information systems. IT Policies are refreshed at least every three years.

Agency-supported email passes through a spam appliance to reduce/remove suspicious emails. Virus protection is provided at the server level with daily deployment of virus updates.

Agency equipment is configured to prevent users from installing any non-approved software that may cause service interruptions. Agency supported remote services utilize a secure socket layer certificate so that data transfer is secure.

Statewide Technology Goal 3: Serve Citizens Anytime, Anywhere

TBAE's Web site is currently being revamped. The focus of the project is to ensure accessibility and usability of the agency Web site content to create a better user experience for our customers. TBAE's online system supports individuals who desire to apply, take the examination and become licensed. Once an account is created, individuals can go online and update their contact information, complete an application, view their exam scores, renew a license and pay any fee with a credit card. Registrants can also maintain their continuing education log from their TBAE account.

The agency's Web site is highly utilized by both licensees and the public for information gathering. The Web site's "Find a Design Professional" search feature gives all site users the ability to check the registration status of Architects, Landscape Architects and Registered Interior Designers to find out whether a design professional is a licensed professional in good standing.

TBAE has moved from paper-based communication to email as the primary means of communication with our registrants. The agency augments paper renewal reminders with email messages, as well as announcements of profession specific news. Business processes that support the continuing education program as well as the application process rely heavily on email communication.

Statewide Technology Goal 4: Pursue Excellence and Foster Innovation across the Enterprise

TBAE is implementing an agency intranet via Sharepoint. The intranet will serve as a repository for all agency forms. It will also be a sharing spot for employees to share personal milestones and accomplishments as well as the agency's department specific accomplishments. TBAE believes that the implementation of an intranet, which allows employees to share personal milestones, will foster better employee relationships, which in turn makes the entire atmosphere more positive and team-oriented. The site will have versioning features to track when documents are changed or updated.

Technology Resource Planning, Part 2: Technology Alignment Initiative

Technology Initiative	Related Agency Objective	Status	Related SSP Strategy/ (IES)	Anticipated Benefits	Innovation, Best Practice, Benchmarking
Provide an effective licensing renewal process	Objective 2 Enable registrants to conduct their business with TBAE online.	Current	3.1	Reduced paper consumption, reduced staff time, more efficient customer service via secure online transactions	Positive feedback in customer service survey
Enhance privacy and security of online registrant data	Objective 2 Enable registrants to conduct their business with TBAE online.	Current	3.1	Enhanced protection of personal data and financial data	Excellent results on penetration tests and audits of the online system
Provide online continuing education	Objective 2 Communicate effectively with the public to increase awareness of state regulations.	Planned (work in progress)	3.2	Added value for all registrants, enhanced understanding among registrants of Board rules and regulations	Positive feedback among course-takers, increased usage or popularity of the course

Appendices

Description of Agency's Planning Process

The executive director provided overall direction to staff to develop the strategic plan.

March 2010

- Executive team meets to determine planning objectives and strategies for including staff in the planning process
- Facilitated meeting with all staff to develop goals, objectives and strategies for agency
- Preliminary Performance Measures are developed with staff in a facilitated workshop

April 2010

- Customer Service Survey compiled and results reported
- Workforce plan written
- Goals, objectives and strategies refined by management team

May 2010

- Presentation to Board (Executive Committee) regarding agency strategic planning process
- Managers assigned a section of the report to write
- First draft of strategic plan written for executive director review

June 2010

- Customer service report submitted
- Strategies reviewed and action plans determined
- Second draft of strategic plan written for executive review

July 2010

- Agency strategic plan submitted to governor's office and distribution list
- Performance measures incorporated into staff performance evaluations

August 2010

- Performance measures refined with staff input
- Future performance measures methodologies defined for FY 2011 collection

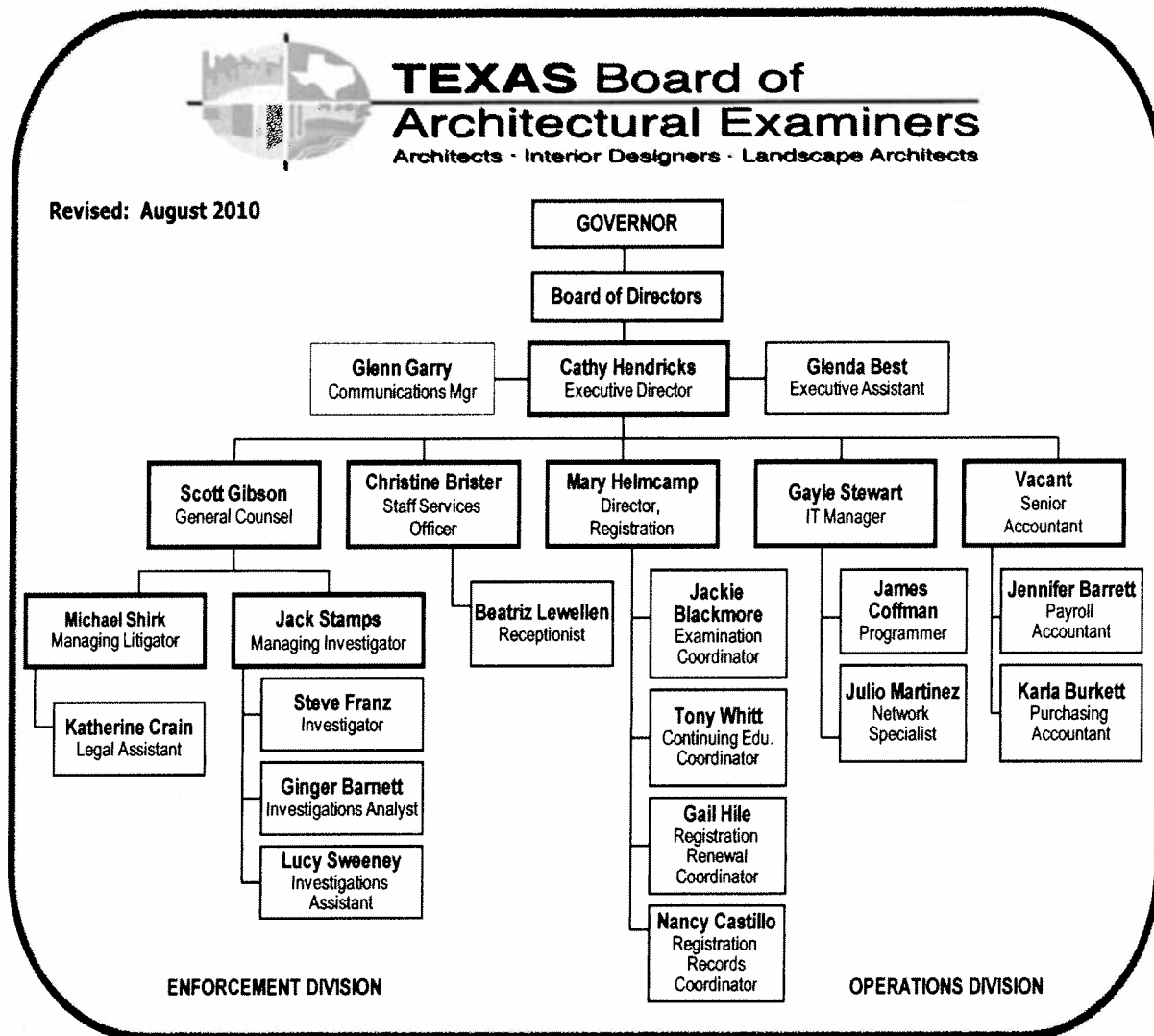
September 2010

- Final refinements

October 2010

- Plan submitted

Current Organizational Chart



Five-year Projections for Outcomes

All performance measures and benchmarks are undergoing a thorough revision at this time, and will be tracked internally to measure progress and note areas of improvement. These metrics will be reviewed periodically as part of normal business. New baseline values will be calculated and a Projection of Outcomes will be included in a future update of the Strategic Plan.

List of Measure Definitions

Number of applicants for examination, reinstatement, or reciprocity

Purpose: Helps to project number of possible candidates for examination and/or possible eligible registrants.

Methodology: Using the agency's database, TBAsE, as a source of data, the number of payments received during a reporting period for exam, reinstatement, and reciprocity application are counted to determine the number of applicants.

Data Limitations: The agency is limited to processing applications submitted by each individual applicant.

Calculation Type: Cumulative

Number of individuals examined

Purpose: The measure shows the number of individuals examined, which is a primary step in licensing the individual and which indicates the size of one of the agency's primary constituencies.

Methodology: Using TBAsE as the source of data, we determine the number of individuals examined by counting each individual who had an exam score entered into the system during a stated period. Exam scores are removed from the total if the date the exam was administered is greater than six months before the exam score was entered into the system. Each individual is counted once regardless of the number of scores that were entered during the period.

Data Limitations: The agency is limited to only those candidates actually applying, paying, and sitting for the examination.

Calculation Type: Cumulative

Desired Performance: Individuals examined higher than target is desirable.

Number of individuals licensed

Purpose: The measure shows the total number of individual licenses currently issued, which indicates the size of one of the agency's primary constituencies.

Methodology: TBAsE generates a report of the number of individuals licensed on any given date.

Data Limitations: The agency is limited by the number of licenses.

Calculation Type: Cumulative

Desired Performance: Total number of individuals licensed higher than target is desirable.

Number of examination candidates

Purpose: Projects possible future registrants.

Methodology: TBAsE generates a report of the number of examination candidates on any given date.

Data Limitations: Agency is limited by the number of candidates who are eligible to take an exam.

Calculation Type: Non-cumulative

Desired Performance: Number of examination candidates higher than target is desirable.

Number of new individual licenses issued

Purpose: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Methodology: TBAsE generates a report that calculates the total number of new individual licenses processed during the reporting period.

Data Limitations: Agency is limited to the number of applications submitted by initial registrants and/or reciprocals.

Calculation Type: Cumulative

Desired Performance: Number of licenses higher than target is desirable.

Number of individual licenses renewed

Purpose: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses renewed during the reporting period by individuals who currently held a valid license.

Methodology: TBAsE generates a report that calculates the total number of renewal payments that were received during a reporting period.

Data Limitations: Agency is limited to processing only those renewals submitted by individual registrants.

Calculation Type: Non-cumulative

Desired Performance: Number of renewals higher than target is desirable.

Average time for complaint resolution

Purpose: The measure shows the average length of time to resolve a complaint based on complaints resolved.

Methodology: TBAsE generates a report that calculates all complaints resolved during the reporting period, that elapsed from the receipt of a request for agency intervention to the date of final disposition of the complaint, divided by the number of complaints resolved. The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities. Time to resolve a complaint depends on response time of a variety of parties outside the agency and complexity of each complaint.

Data Limitations: The agency has limited control over response time by a variety of parties outside the agency and complexity of each complaint.

Calculation Type: Non-cumulative

Desired Performance: A shorter time to resolve complaints is desired.

Average cost per investigation

Purpose: The measure shows the average cost for investigating complaints and helps keep costs within funding limits.

Methodology: Costs associated with investigations and prosecution of complaints and complainants are calculated and divided into the number of complaints received (see measure above). Costs include the following items: salaries, travel, postage, subpoena expenses, and other costs directly related to the agency's enforcement function, including charges of the State Office of Administrative Hearings and expert witness costs.

Data Limitations: Average cost is driven by volume of complaints and is useful if there is a consistent caseload; if not, the average cost is misleading.

Calculation Type: Non-cumulative

Desired Performance: A lower cost for investigations is desired.

Number of complaints resolved

Purpose: The measure shows the total number of complaints resolved.

Methodology: TBAsE generates a report that calculates all complaints resolved during the reporting period, that elapsed from the receipt of a request for agency intervention to the date of final disposition of the complaint divided by the number of complaints resolved. The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities.

Data Limitations: The number of cases resolved is meaningful if the caseload is consistent and if the types of cases are considered.

Calculation Type: Cumulative

Desired Performance: A high number of resolved complaints is desired.

Workforce Plan

Overview

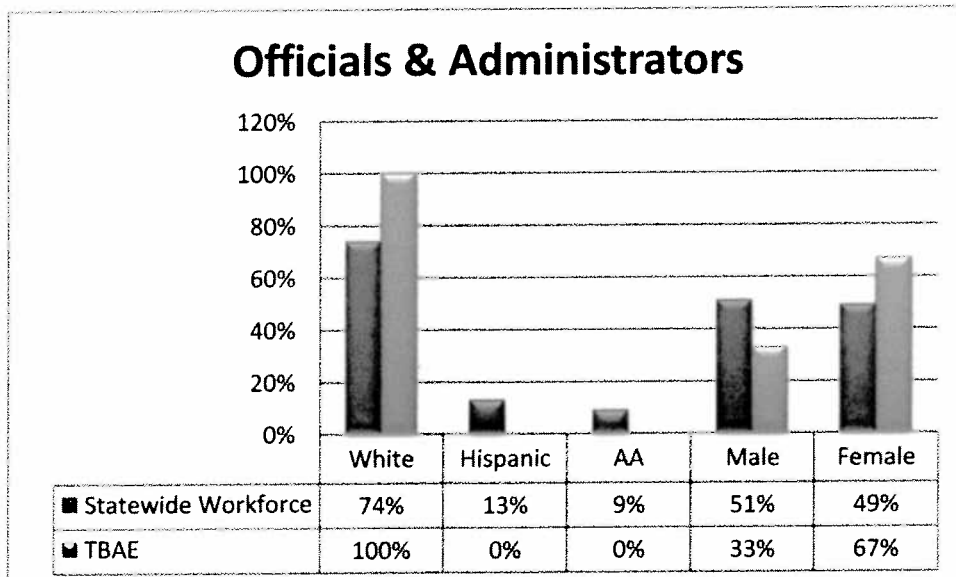
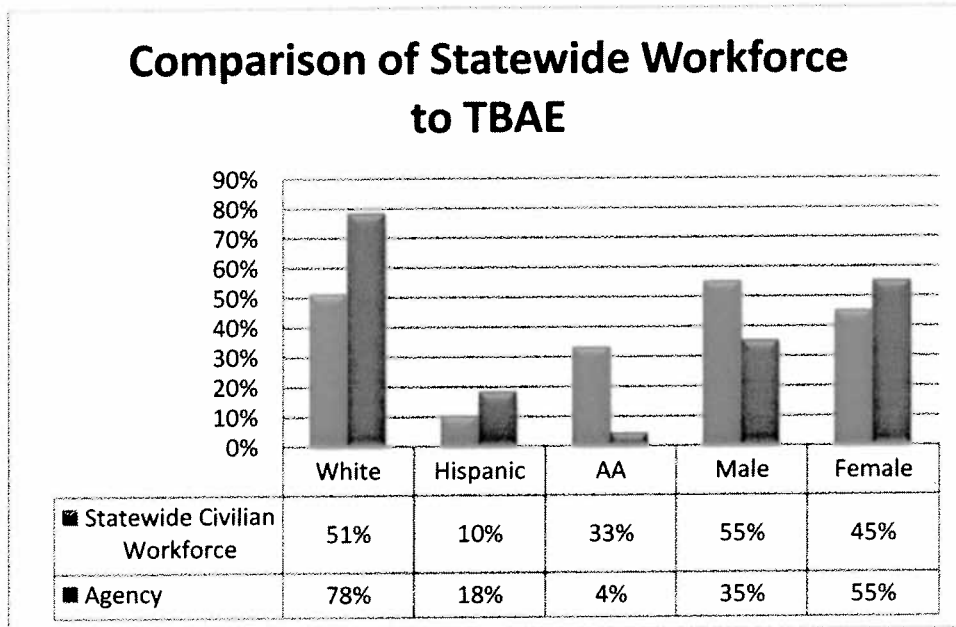
The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent Pilot Project Program (SDSI). TBAE employs 24 employees, which makes it necessary for staff members at TBAE to have the ability to perform multiple job functions. TBAE has high standards for excellence and customer service and works to retain a staff of top performers. In FY 2005 the agency implemented an online renewal process which continues to evolve and improve our operations. This milestone has also made us evaluate our workforce needs and consolidate positions. In addition, the technology aspect of our business has increased our need for staff to become more technologically savvy. Maintaining a highly-qualified, well-trained, and motivated workforce has been, and continues to be, a central strategy for TBAE.

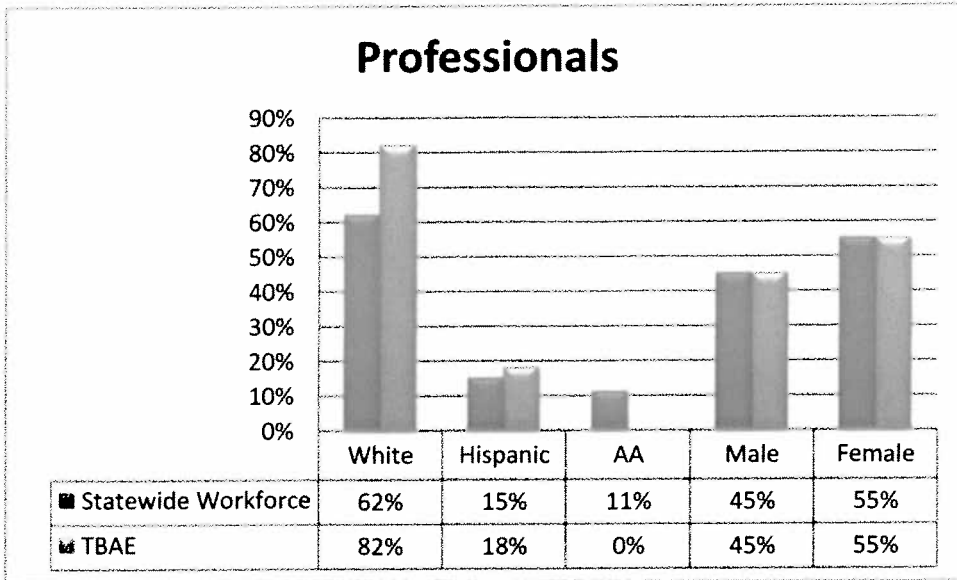
Workforce Demographics

The following charts reflect the agency workforce as of 8/31/2009.

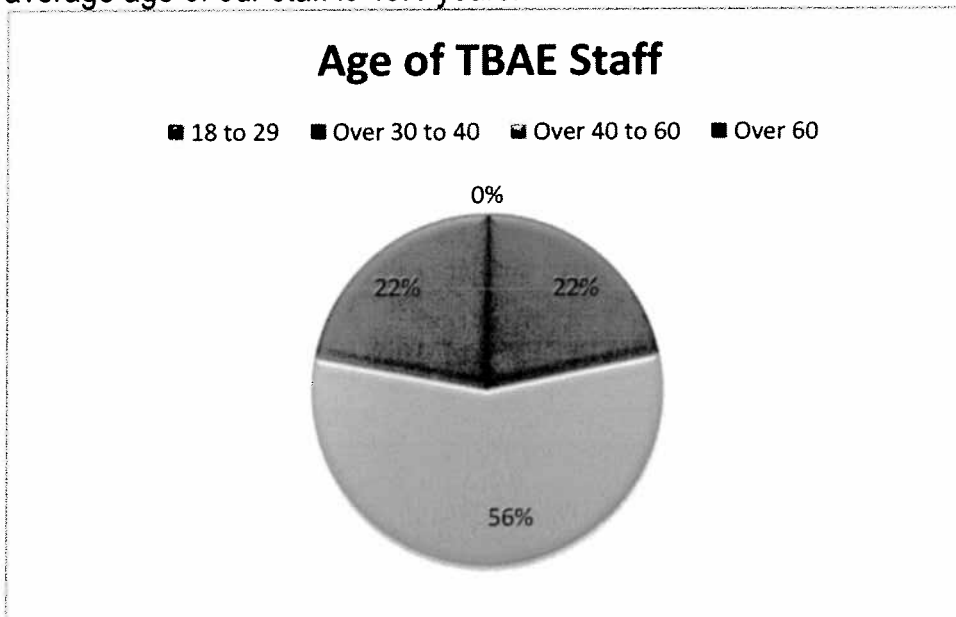
Due to the small size of TBAE and its low turnover rate, the agency struggles to meet various diversity targets. The agency will continue to pursue recruitment efforts to draw highly qualified African Americans and Hispanics. Female staffing continues to exceed the statewide civilian workforce in the Officials & Administrators, but TBAE matches the Statewide Civilian Workforce in the Professional categories. Note that totals do not equal 100% because the "Other" category is not included.

Race and Sex - The following graphics compares the demographic profile of TBAE's workforce to that of the statewide civilian workforce.

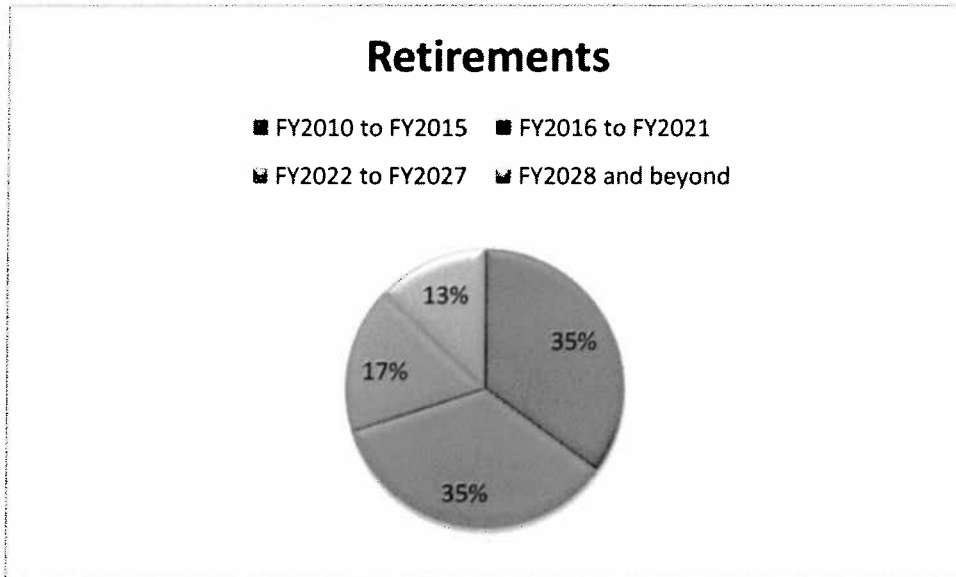




Age - Due to the small workforce and low turnover, the agency is an older workforce. The average age of our staff is 49.1 years.



Retirement and Succession Planning - Approximately 35% or 8 of our employees will be eligible to retire between FY2010 and FY2015. This increases the urgency in which we plan for the potential loss of expertise and institutional knowledge.



Skills Inventory

As expected, we have seen a shift in the skills inventory as we implemented new information technologies and business processes. We have shifted away from a paper-intensive business process to one that is technology driven. As a result, staff must have the ability to assist registrants in troubleshooting problems with the online registration process, to communicate instructions and to analyze sometimes complex problems. With the implementation of our Communications Corps, we have an increased need for staff with public speaking ability and experience using various technologies for making presentations. TBAE is also exploring different mediums of making presentations via Skype and teleconferencing.

Over the last two biennia, TBAE was able to downsize its staff from 26 in 2006 to 24 in 2010 through retirements and resignations. With more of our processes moved online, TBAE has been able to eliminate or combine staff positions. Over the next biennium, TBAE will need to review current workloads and processes and determine if additional positions are needed. The agency will also need to focus on succession planning due to the number of employees eligible to retire over the next five years.

Workforce Strategies

TBAE would be unable to maintain the highest standards of quality and public service without the experience, dedication, and enthusiasm of our staff. TBAE is in the process of pursuing a number of strategies to maintain a highly-skilled, motivated, and productive workforce.

Workforce Training

In order to continue an environment where lifelong learning is valued, TBAE continues to make staff development a priority. The agency will be working with staff to determine areas for cross training to ensure that customer inquiries, questions and problems are addressed in a timely manner. Workforce training in information technology and customer service will always be important to TBAE. TBAE will also focus on communications and presentations training because outreach is becoming more critical to the agency and our registrants, most importantly in meeting the mission of protecting the public.

Leadership Development

TBAE continues to seek ways to develop leadership and management skills among our leadership staff. Managers are required to develop their leadership, communications, team building and problem solving skill sets. TBAE believes that good leadership is critical to a highly motivated workforce.

Employee Recognition and Motivation

TBAE leadership believes outstanding achievement should be recognized. The agency has established a formal award policy which recognizes employees for outstanding achievement or effort. TBAE continues to use team building events including staff appreciation days, birthday events, and administrative leave for outstanding performance for recognition and motivation.

Technological Enhancements

TBAE's current database has allowed the agency to move forward and stream line processes. The agency will continue to review our technology needs and seek out ways to improve our service delivery.

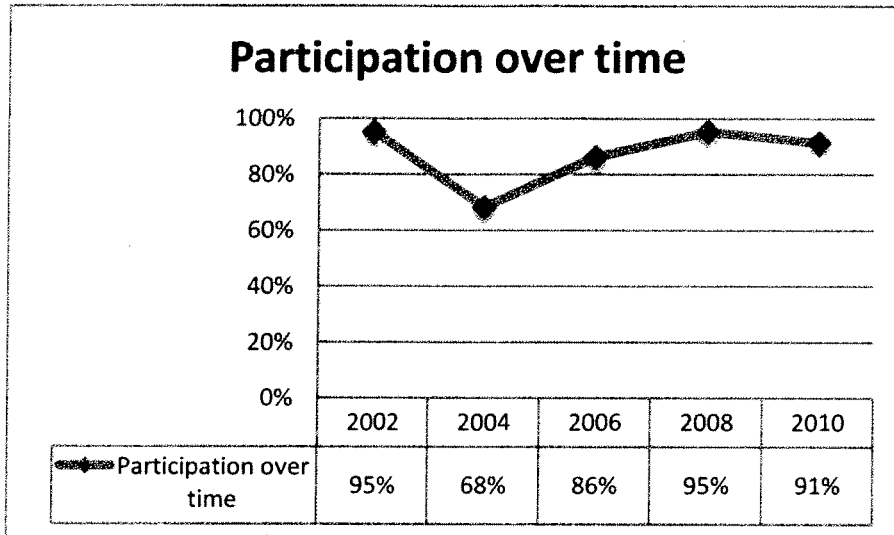
Communications

The agency has begun using taskforces to address specific issues for short and long term planning. TBAE believes that the staff must be included in the future planning in order to maintain the high standards TBAE has set.

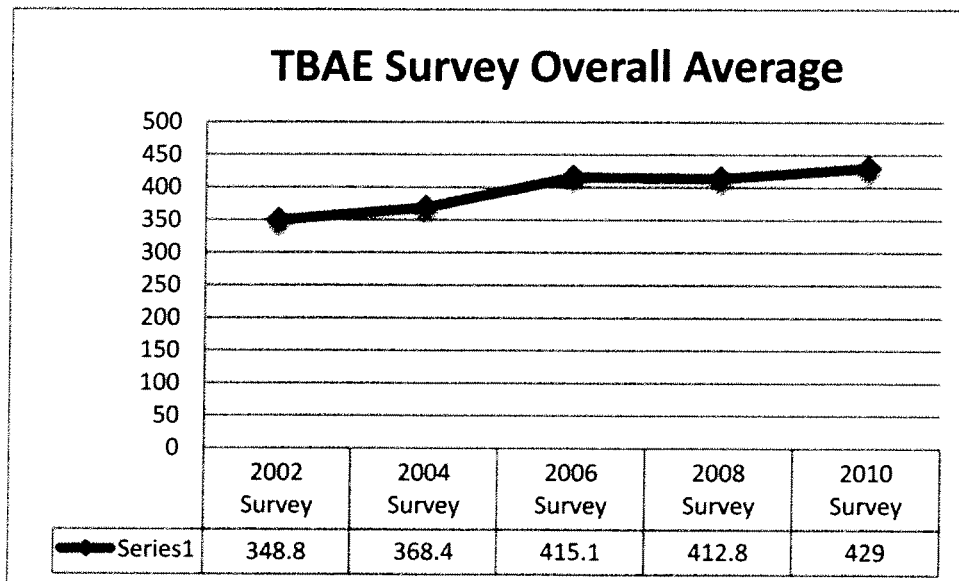
Survey of Employee Engagement Results

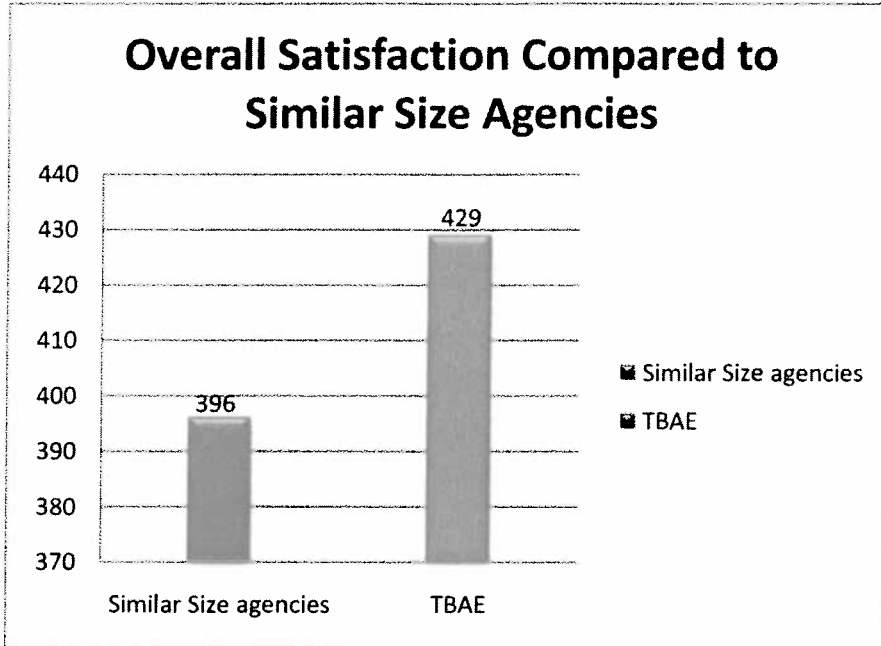
During the month of December 2009, TBAE staff was given the opportunity to participate in the Survey of Employee Engagement (SEE), formerly known as the Survey of Organizational Excellence. TBAE considers the data gathered from the survey to be valuable in planning for the future.

With 91% of our staff participating in the survey, we experienced a drop from 96% participation in 2008. Given our small size, non-participation has a significant impact on our scores.



During this period our overall satisfaction has increased significantly and indicates that overall satisfaction remains strong. It should be noted also that TBAE Overall Satisfaction scores are higher than the benchmarks for similarly sized agencies.





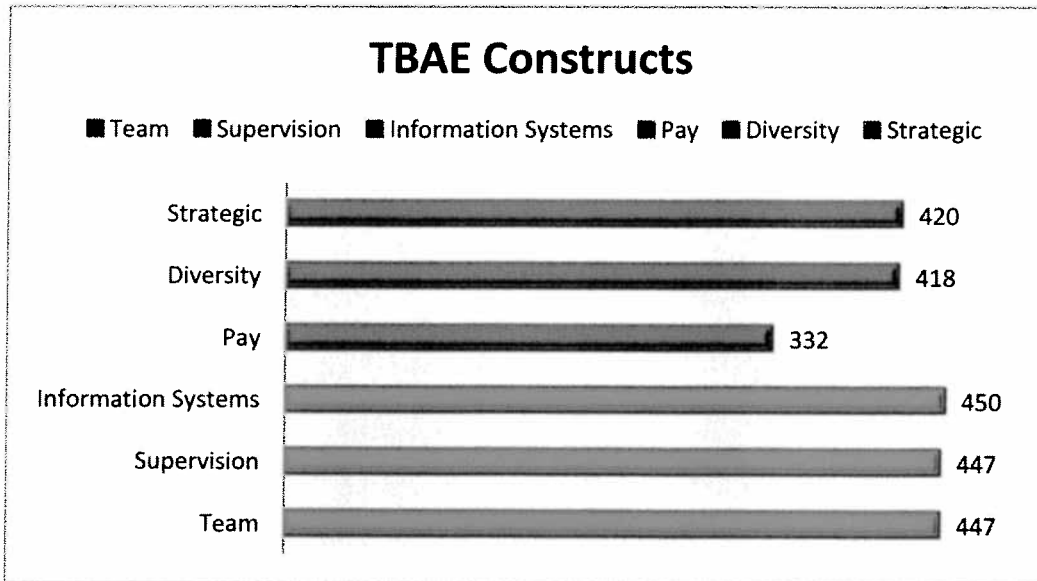
This survey period found the following areas of concern and strength

Areas of Concern

- Pay
- Diversity
- Strategic

Areas of Strength

- Information Systems
- Supervision
- Team



The Pay construct continues to be one of the lower scores. The score is most likely due to the continued rise of grocery, utility, gasoline and housing costs and the perception that salaries are not keeping pace with the cost of living which is much higher in the Austin metro area.

TBAE's small size also has an impact on the diversity of our staff. Low turnover of staff and consolidation of several positions means that opportunities for recruitment are few. TBAE is committed to recruiting and retaining a diverse and highly skilled staff.

The Strategic construct indicates that employees view our communications as as an agency we must work on adapting our mission and goals to external changes and demands. To address these issues, the agency will create work groups to seek input from our staff.

Our highest score, Information Systems, show us that employees view our information resources as complete and accessible. The agency will continue to assess our information technology needs with input from staff.

The Supervision construct provides us with insight into the nature of supervisory relationships in the agency, including the quality of communication, leadership, and fairness that employees perceive exist between supervisors and themselves.

The current score indicate that employees have a positive view of their supervisors and management.

Summary

The agency's goal is to provide an atmosphere that encourages all employees to develop professionally to their fullest potential. Management will continue to review its practices so that employees will have confidence in management's commitment to improve the workplace. We believe that interest in our employees will result in fulfilling our goals and mission statement and enabling us to provide outstanding customer service.

A complete compilation of results is available upon request.

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